CHAPTER V

SUGGESTIONS & CONCLUSIONS

5.1 INTRODUCTION

The study began with the research questions at hand and the null hypotheses were framed. Subsequently the analysis of the data gathered was done as seen in the last chapter. The first two sections of this chapter provide the general conclusions on findings of the frequency of respondent profile and work environment factors based on a review of research questions. The third and fourth sections contain the key findings of the study to the organization and their implications to the Industry, followed by the fifth and sixth sections that include the Suggestions to the organization FLFL and to its employees respectively. The seventh section summarizes the findings in a brief conclusion and the eighth section offers directions and suggestions for future research.

5.2 KEY FINDINGS OF THE FREQUENCY OF RESPONDENT PROFILE

The gender frequency analysis has concluded that the gender ratio in FLFL is skewed towards male. More males are employed in the organization than the females, who are only marginally more than one fourth of the total employees. This implies that there are more opportunities for women to be employed in the organization. According to the study by Malisetty (2013) the gender ratio in the retailing Industry in India is Male:Female 60:40. As
compared with this gender ratio standard, FLFL lags behind in exploiting ‘women power’ for retailing. The majority of the employees are found to be in the age group less than 25 years and this shows that the organization is very young by the age of its employees. Only a very marginal four percent of employees are more than 30 years of age. Almost all the respondents are in the entry-level front-end jobs in the organization, namely Band 1 level in the defined hierarchy of FLFL.

The employees are educated mostly up to the level of tenth standard and HSC. Very few have completed graduation and have gone above graduation levels before joining the organization. In terms of the frequency analysis of work experience both before joining the organization and within the organization, the majority of the employees have shown experience of less than one year together. This shows that for many employees FLFL is the first time employer.

From the frequency of profile analysis of respondents we find that the employees are very young, majority are males, they are single and with an experience of less than one year in the organization. Recalling from the literature review, it has been seen that studies have shown that gender differences have an impact on employee engagement. It has been found that men experience enrichment from work to family, while women experience depletion from work to family and in that, the men in FLFL only may find value in what they do when they are married. It may be worthwhile to refer to Gallup’s US research reported by Johnson (2004), which established that
women tend to find more fulfillment in their jobs and are more engaged as compared to men.

The frequency of marital status analysis of the respondents showed that the single employees are 74.4% in the organization whereas the married ones are a minority showing the rest. This finding also corroborates with the majority of the employees’ age, being less than 25 years, and being in the initial stages of their career. Gallup’s study showed a difference between ‘single’ employees and married ones. It has been found that married employees tend to have a higher level of engagement than single employees. This shows that married employees are more settled in both their personal and professional lives. The implication of this profile for the organization is that the young profile of the employees may have to be nurtured well and women employees have to be encouraged to work in the Industry to be better engaged with their work.

5.3 KEY FINDINGS ON EMPLOYEES’ WORK ENVIRONMENT FACTORS

The study has established that 66.7% of the total respondents have more than 10 friends each in their work areas. This finding shows that employees in the organization are well connected among themselves as friends within the organization. Co-worker relationship emerges as a virtue in the organization where majority of employees have more than ten friends within their work areas. The study also has established that a vast majority (90.9%) of respondents maintain good and very good relationship with their own friends.
The trend one sees is that co-worker relationship repeatedly emerges as positive and good among the respondents that impacts work engagement in the organization.

The descriptive analysis of the study finds that Leadership in the organization plays a major role in engagement of employees in the organization, as the employees perceive their immediate superior as Mentor, Guide and Friend. In an analysis of the frequency of whom to approach at times of crises, the respondents have found to repose faith in the immediate superior followed by colleagues in terms of order of priority. This reinforces the finding that leadership in the organization plays a major role in the engagement of employees in FLFL. Co-worker relationship also once again emerges as a significant factor of engagement of employees as they have reposed faith in colleagues, whom they would approach when they face situations of crises.

According to the study employees at FLFL do not enjoy their work at all. Hardly 2.7% and 1.5% of employees have been enjoying their work often and always respectively in FLFL. This is a concern for the organization on the one hand as retailing is a tiring phenomenon that demands hard work in front-end customer service and selling roles where the employees would not get an opportunity even to sit and work. They have to stand for hours on the shop floor. On the other hand it is common for employees in front-end service job roles do not enjoy their jobs. This finding could be read with the happiness quotient of the employees. They are the happiest when increments and bonuses
are given to them in their organization as reward for their work done, according to the study. They also express happiness when they receive their salary. The study confirms that Recognition and Remuneration are factors that confirm to contribute to employee engagement in the organization. When asked what would bring them the unhappiest moments in the workplace the study finds that it is only when their promotion is delayed. The employees expect recognition for work done, and this is seen as an impacting factor of work engagement in the organization in a good measure.

The study shows that the employees’ happiest work related moments come when they get their immediate superior support. This corroborates with the earlier finding of positive leadership support bringing happiest moments both in their career and work environments. Co-worker relationship is also reinforced as positive through the finding that supportive colleagues in the workplace give the employees, the happiest moments. Leadership is again seen as a factor influencing employee engagement in the organization as employees see their happiest moments when they get their management support.

The study also concludes that learning and development initiatives impact employee engagement in the organization as employees have been found to see happiest moments when up-skilling training is given to them. The study confirms a positive attitude towards the learning and development initiatives of the organization. According to the study, career development related unhappy moment among the respondents shows that any less up-skilling training initiatives gives them unhappy moments. Learning and development,
as key factors are emphasized by respondents when they clearly say that if they are not sponsored for educational courses it would make them unhappy. This could relate to the finding that we have already seen that most of the employees are under-graduates, HSC and 10th standard qualified. So, when they get an opportunity to be sponsored to continue further studies to qualify themselves more, they are happy. These findings are in tune with earlier researches seen from the literature review where it is found that various employer initiatives built around the behavioral, cognitive and emotional areas have resulted in changed employee engagement levels. The factors that have emerged as significant for employee engagement in the descriptive analysis part of the study shows similar impacts studied by researchers of employee engagement in other sectors, as found in the literature review and no polarity of findings is seen for the retailing industry when compared especially with the sectors of manufacturing, entertainment, hospitality, banking and insurance, IT and Public Sector Undertakings.

To test the null hypotheses framed for the study the data was subjected to analysis after finding the fit for the Structural Equation Modeling done for the study. The key factors identified to understand the relationships were studied. The analysis tested the constructs of work engagement, work attitude, work behaviour and work outcomes. The SEM analysis concludes that work engagement factors of absorption, vigor and dedication factor support for the predicted effect of work attitude, work behavior and work outcome in the organization. That means, organizational commitment, career commitment, job
involvement and job satisfaction dimensions are significant predictors of work attitude, which is positively impacting work engagement in FLFL. Among these, organizational commitment, career commitment, job involvement are the most significant impacting dimensions. Both job performance and withdrawal intentions have significant impact on work outcome factors. The data tested in the analysis found that all the factors relating to each construct mentioned above are significant to employee engagement in the organization. The only relatively less significant factors are Job Satisfaction and Dedication. The study finds and confirms that all the three null hypotheses were rejected showing that:

i) Employee engagement in FLFL has significant relationship to work attitude factors,

ii) Employee engagement in FLFL has significant relationship to work behaviour of the employees and

iii) Employee engagement in FLFL has significant relationship to work outcomes.

5.4 KEY FINDINGS ON WORK ENGAGEMENT FACTORS

Absorption: The analysis finds that Absorption is fully supported. The analysis shows that the respondents are fully absorbed in their jobs. Absorption has been found to be positive in the organization. The hypothesis that their job is meaningful and purposeful is supported. The study shows that the respondents are enthusiastic about their job and the job inspires them. Almost all the
respondents are proud of the job they do. The job is found to be challenging for the employees.

*Vigor:* Though the study has shown a strong relationship of Vigor to work engagement the factors the study finds that the employees are not bursting with energy. At their job, they do not feel strong and vigorous. When they get up in the morning they do not feel like going to work readily. They do not feel that they can continue working for very long periods at a time. They also do not feel resilient mentally. The study finds that the employees do not persevere even when things do not go well.

*Dedication:* The employees do not see time flying when they are on their job. That means they are not enjoying their jobs to the extent that time just flies or they get carried away with the joy of working or they forget about everything else around them. However with all the foregoing, the factor of dedication of employees to their job in its totality is positive. It is interesting to note from the findings that employees feel that it is difficult to detach themselves from their jobs and this hypothesis is found to be fully supported.

### 5.4.1 Findings On Work Attitude Factors

*Organizational Commitment:* The study confirms that all the organizational commitment factors studied are supported. The employees feel happy to spend the rest of their career with FLFL. They enjoy discussing the organization with people outside it. They identify themselves with the organization, even owning the organization’s problems as their own. At the same time the study finds that
they could become as attached to another organization as they are to this one, which shows that even though they do not want to leave their organization currently they lack absolute loyalty to the organization. The employees feel that this organization has a great deal of personal meaning to them, though. In specific areas where the respondents do not feel as ‘part of the family’ and as the standard deviation is towards the negative when it comes to the respondents not being emotionally attached to the organization, the organization must take note to engage the employees with a refurbished approach. One infers that the dedication is more towards the professional career than the organization.

*Career Commitment:* Employees have shown interest in the occupation of retailing more and would not prefer another occupation. They also feel that the retail occupation choice is a good decision for their lives and for their future. The study finds that the employees find that the occupation is an ideal one for them to pursue for life as a career. The on-the-floor retail job is tiring and this could be the reason why the respondents have not felt energized on their jobs though the profession and the job are attractive to them. The study confirms that though the employees feel that education is not necessarily required for them to execute their job, training and skilling are required for their career. Female employees have shown significant difference from male employees when it comes to career commitment. The female employees have shown more career commitment. Similarly the study confirms that married employees show more career commitment. It is inferred from the study that the age of the
respondents plays a significant role in terms of their involvement in their job, leading to satisfaction, which reflects their commitment to the chosen career.

**Job Involvement:** The study establishes that it would not be hard for the respondents to leave the organization though it is found that they feel that their life would be disrupted if they leave the organization. So, this proves that staying with the organization is a matter of absolute necessity for the respondents. However the study also establishes that the employees show a syndrome to quit the job. The respondents are not afraid of quitting their jobs even when they have no back up job lined up.

The study concludes that the stakes for leaving the job for the employees were high. The employees may not get an alternative job of this kind if they quit this job and so leaving this job would land them in loss of earning that cannot be compensated. According to the study, married employees have shown more significant job involvement than single ones.

**Job Satisfaction:** The study concludes that the job that the employees perform is central to their lives meaning that their life revolves around their job. But the study also confirms that their interests are not centered around their jobs, at the same time. So the job satisfaction as confirmed by the study is a kind of forced satisfaction on the employees. The employees are not found to be attached to their jobs in such a way that they eat, live and breathe their job all the time or they have such strong ties with their job that they are not able to find it difficult to break away from their present job.
It is found from the study that the various academic courses, training programmes, sponsored courses and other learning and development related employee engagement activities of FLFL have no impact on all the work attitude factors of the employees, which could be of concern to the organization. Extra technical qualifications and experience within FLFL play a significant role in work attitude factors of the employees, according to the study. This shows that as the employees get more experience they get acquainted more with the organization and the work attitude factors are impacted positively as they progress. It is found from the study that the immediate superior impacts only the career commitment of the employees whereas there is no significant impact of the immediate superior seen in the other facets of the work attitude factors. This also shows that the immediate superior plays a role in moulding the career of the employees. It is worthy to note that the study has already established that the immediate superior is seen by the employees as Mentor and Guide and not as a taskmaster or boss. The positive role of the immediate superior in terms of leadership is established once again. The study shows that there is significant relationship between the rating of relationship of friends of the employees with regard their job satisfaction more than other work attitude factors. This again reinforces the co-worker relationship of employees which results in positive influence on work attitude factors.
5.4.2 Findings On Work Behaviour Factors

*Work Behaviour:* The study reiterates the employees’ concern for co-workers in their work behaviour. The employees willingly give time to help others who have heavy work related problems. They have shown complete satisfaction with their level of relationship with their colleagues. The employees are found to be satisfied with their own work deliveries, though they are not satisfied with their quality of performance delivered. According to the study, married employees have shown more significance to work behaviour that single ones. It is inferred from the study that the work behaviour of an employee depends largely on timely recognition. Any delay in his promotion, or lesser job responsibilities or poor management support affects the employees’ work behaviour negatively. So, when the management recognizes the employee’s efforts and rewards him with a promotion or bestows higher responsibilities in the job or extends support on time, he may tend to adopt positive work behaviour and vice versa. There is no significant difference found between the department of the employees where they work like Men’s Fashion, Ladies’ Fashion, Babies’ & Kids’ Fashion and Others with regard to work behaviour. This finding is key for the organization as the employees show their versatility and adaptability in each department. There is no department where there is any significant relationship to work behaviour seen and hence inter-transfer of employees following needs could be done for better productivity. Extra qualifications like basic computer knowledge, MS Office and basic accounting package knowledge like Tally is found to impact work behaviour in the
organization positively. The study establishes that there is significant relationship to the employees’ opinion about enjoyment at work and their work behaviour. If they have moments of enjoyment at work, their work behaviour is impacted positively.

5.4.3 Findings On Work Outcome Factors

*Job Performance:* The study finds that employees in FLFL are not goal oriented or task focused. It is also found from the study that the employees do not show keenness of completing the given task within time. The nature of the retail job being strenuous the organization may work on initiatives to make their job interesting so that the factor of goal orientedness and employee inclusivity also would change to the positive side. It is found that the organization being a reputed one, employees like to work for it and they do not find alternative organizations of the stature and reputation of this organization.

*Withdrawal Intentions:* The study concludes that the employees do not think about leaving the organization, nor do they actively search for any alternative job. It is a positive impact on employee engagement in the organization with no withdrawal intentions established among the employees in the organization.

There is no significant relationship established between the age of the employees with their work outcome factors of job performance and withdrawal intentions. It may be rightly understood that there exist other potent factors other than age that may impact the performance levels and withdrawal intentions of the employees. The study shows that there is no significant
difference between person to approach at time of crisis for the employees with regard to the job outcome factors. It is interesting to note that the respondents are at their freewill without approaching anyone in the workplace (eventhough thie study finds that co-worker relationship is the factor that impacts employees repeatedly with the highest frequency) when it comes to their job performance or withdrawal intentions. They take such decisions on their own.

5.5 IMPLICATIONS OF KEY FINDINGS TO FLFL

The employee gender ratio is skewed towards having more males in FLFL. There is significant scope for exploring the appointment more female employees on the job.

Co-worker relationship emerges repeatedly as a strong factor that impacts all the work engagement dimensions in the organization. The organization has a very young employee profile in the frontend with the average age of maximum employees being less that 25 years of age. The implication of this age group indicates that the employees are in the beginning stage of their career and they could be trained the way the organization would want them to be trained towards productivity. The majority of the employees are single and not married and with an experience of less than one year in the organization. This implies that the organization should continuously have a dialogue with the employees through internal interventions to engage them with the job and with the organization. Among the employees very few have been found to have completed graduation. Since the education level of the employees is 10\textsuperscript{th} standard and HSC, it may imply that the exposure levels of
the employees to the required intelligence quotient levels may be low and the organization has to take note of this as they work out the training and upskilling programmes for them.

The employees are found to have a cohesive relationship with each other. This may have greater implications for the organization as it can be used for the benefit of the organization if FLFL can recognize this cohesive relationship to increase sales and service productivity in the organization. If not attended to with proper care and steps, this co-worker relationship could turn into creating unhealthy work cultures in the organization.

Leadership in FLFL is found to play a significant role in the engagement of employees in the organization as the employees perceive their immediate superior as Mentor, Guide and Friend. This is a healthy trend for leadership in the organization. The employees also feel free to approach their immediate superior during times of crises in FLFL. The implication of this finding for the organization is to develop and nurture efficient leadership to further strengthen the superior – employee relationship in the organization.

The study finds that employees do not enjoy their work at all. This is a factor that may be detrimental to having engaged employees in the work place. This is a concern for the organization also as retailing is a tiring phenomenon that demands hard work in front-end customer service and selling roles. Though the employees are entitled to their statutory breaks everyday the service nature of the job does not allow them to sit and work. They have to stand and serve customers on the shop floor as the layout of the FLFL formats are such
that customers can access products on shelves, try out and then buy. It is common for employees in front-end service job roles not to enjoy their work because of the long working hours. The organization should note that this finding of not enjoying one’s work might lead to higher levels of attrition in the organization.

The study confirms a positive attitude of the employees towards the learning and development initiatives of the organization. According to the study, career development related unhappy moment among the respondents shows that any less up-skilling training initiatives gives them unhappy moments. Learning and development, as key factors are emphasized by respondents for bringing happiness to them if they are sponsored for undergoing such programmes in the organization. The employees not being educated up to graduation levels, could offer themselves for up-skilling in the organization and this finding is relevant for the organization to take its relevant cue to help employees get trained so that it achieves the twin objective of having trained and happy employees as well.

In terms of Absorption of employees on the job, they find their job meaningful and purposeful. The employees understand the significance of the retailing job and its prospects to provide them with a career path for growth in future. FLFL may take cognizance of the fact that employees see retailing as a meaningful job for themselves. But at the same time the study concludes that they are not working with the vigor showing high energy levels as they do their job. This implies that the job has to be made more interesting for them by the
management. The employees are found to be dedicated according to the study and they feel that it is difficult to detach themselves from their jobs which is a good indication to FLFL to work on initiatives that may help employees to happily stick with the organization.

The study infers that the employees identify themselves with the organization and they even own the organization’s problems as their own. The study also finds that the employees of FLFL could become as attached to another organization as they are to this one. This implies that even though they do not want to leave their organization currently they lack loyalty to the organization. According to the study, the employees do not feel as ‘part of the family’ in the organization and it shows that the employees are not emotionally charged in the organization. The organization must take note to engage the employees with a refurbished approach to ensure employee loyalty and this may curb attrition in future too. The study also infers that the dedication is more towards the professional career than the organization. The organizational commitment shown is a mixed response but the implication of the finding is that the positive result of the willingness of employees to spend the rest of their career with the organization shows that they are positively disposed towards the organization.

The study establishes that the employees show positive career commitment. It is concluded that the occupation of retailing is good for the employees and they could find growth in the profession. Career commitment is shown more than organizational commitment. While the organization has a set
of people who believe in their profession, it implies that FLFL has to make the organization more attractive for them to ensure organizational commitment in an equal measure or on a larger scale than career commitment.

The job involvement of the employees has shown that staying with the organization is a matter of absolute necessity for the employees. The study also shows that the employees show a syndrome to quit the job. The study concludes that the employees may not get an alternative job of the same kind if they quit this job and so leaving this job would land them in loss of earning that cannot be compensated by other jobs according to the study. For FLFL it is clear that employees stick to their jobs currently out of sheer necessity. This also is because of the high reputation and brand image that FLFL may have in the retailing industry with the Future Group being one among the largest groups operating in the sector in India. FLFL requires making the job more engaging for the employees so that they show job involvement by liking it and not because of necessity.

The employees show that their life revolves around their job, though they are not attached to the job as though they would eat, live and breathe their job. As the study confirms it is a kind of forced satisfaction on the employees. Extra technical qualifications and experience within FLFL have been found to play a significant role in the work attitude factors of the employees, according to the study. This shows that FLFL has a lot more to do in the area of job satisfaction of the employees so that the organization becomes a compelling place to work out of their own choice.
The study shows that the employees’ work behaviour is influenced by co-worker relationship and extra technical qualifications. Employees with experience and married employees show more significance to positive work behaviour. It implies that FLFL may work with the employees to achieve group productivity and that might positively impact the work behaviour of the employees. The study does not show any significance of immediate superior to work behaviour. The implication is that employees are able to work without any supervision, which in itself is a virtue of the employees.

As for job outcomes, in the matter of job performance the study concludes that employees do not show keenness on completing work related tasks within time frames. Additional technical qualifications like MS Office and Tally are found to impact career outcomes. While such additional qualifications impact job performance positively, it is also found to impact withdrawal intentions. The management of FLFL may work on this direction to equip employees for ensuring better employee engagement. But since it also impacts withdrawal intentions, FLFL management may be careful to engage those additionally technically qualified employees, but to provide them with higher and relevant job responsibilities. The study concludes that no degree of relationship with friends impacts work outcomes of job performance or withdrawal intentions. This is seen as a good trend for FLFL as otherwise strong degrees of relationships may lead to unhealthy group cultures in the organization.
5.6 SUGGESTIONS TO FLFL

Based on the foregoing analyses and findings, the following are the suggestions made to FLFL:

FLFL may strive to achieve a 50:50 balance on the gender mix of employees over a few years soon, by increasing the number of female employees who have shown more significance to work engagement factors in the organization. Achieving gender balance is more than a moral or a woman’s issue in organizations. Gender balance would transform the culture of FLFL in retailing and it can help achieve greater levels of employee engagement.

For majority of the employees at FLFL it is first time employment. The responsibility of FLFL is seen to be more in shaping their careers. The organization may come up with innovative internal interventions that could include fresh employees on the various areas of their personal and professional development. The induction orientation for new recruits in the organization should be a non-negotiable intervention before being placed to face customers. Attrition may be higher during the first six months of a fresh employee and this can be addressed with mandatory induction interventions where basic training could be given in phases.

FLFL may come up with group targets and group incentives as part of their performance management system. The co-worker relationship being found impactful on employee engagement factors in the study, FLFL should address this by connecting individuals for the common cause of achieving improved customer service and sales in small groups in a focused way.
The organization may come up with free or subsidized educational programmes continuously with special tutoring facilities offered for such fresh employees so that they could improve their educational qualifications. Further the organization may provide technical qualification support during off-duty hours also so that employees may benefit out of such initiatives, which may offer enhanced work engagement levels with the organization.

The immediate superior – employee relationship has been found to impact work engagement in the organization. The employees depend upon the immediate superiors for guidance and mentorship. The immediate superior must be trained well to groom the subordinates. Specific interventions could be done by FLFL periodically to get immediate superiors trained in coaching and mentoring. Such Coaching and Mentoring can be done by FLFL in a formal manner also.

The nature of the job of retailing does not give happiness to employees. In order to make the job really enjoyable for the employees the organization ought to look at introducing monotony-breaking exercises. These could include rhythmic signature service creeds cited by employees section by section every half an hour to recharge themselves without interfering with customer convenience. Some organizations use upbeat theme songs to help employees sing and break themselves away from boredom. Further FLFL may work on flexible schedules for employees for them to choose from and manage within themselves on the floors while ensuring that the manning standards are not affected for each shift. The job could be more challenging if FLFL gives
employees video based training on all the functional areas of product knowledge, selling skills and customer service standards. If the employees are thorough about product knowledge, selling skills and customer service standards, they would become masters of what they do and they would begin to enjoy the job.

In order to increase the vigor levels at work, FLFL could consider giving employees creative responsibilities like visual merchandising and displays in addition to their routine selling and customer service responsibilities. Internal contests like mystery customer audits could be continuously organized to excite employees to reward them on a regular basis.

To increase organizational commitment levels among employees and to help them feel as ‘part of the family’, FLFL could include employees in decision making by the immediate superiors. FLFL can include employees while taking merchandising or pricing related decisions. Such significant recognition would go a long way to help employees increase their organizational commitment levels.

In order to curb the syndrome to quit the job and increase job involvement, FLFL may include the employees’ families while having any rewards and recognition celebrations or having their annual days or while going on picnics on any holidays. The family bonding thus created by FLFL will go a long way to help the employees identify themselves with the organization more and to be loyal to the organization. It is found that the initiative of giving the employees an opportunity to become the organization’s
brand ambassador and pose for the organization’s commercials and print media, has met with a big welcome from employees in yet another format of the Future Group. This could be introduced in FLFL along with possible smaller extensions for use in collaterals, posters, etc.

The pride of working for FLFL and for Future Group could be reinforced by the organization with special identities for employees given away as service recognitions even for shorter terms like two years and three years with an opportunity for such identities to form the base for promotions to next levels. Increments on remuneration and promotions given to employees on time can provide not only job satisfaction to employees but curb attrition levels also.

Work behaviour can be enhanced for the employees, if FLFL and its immediate superiors give them freedom to monitor their own performance on a performance tracker on a daily basis. Currently employees do not need supervision and they can monitor themselves with their own reports both at an individual and group levels if the management would give them such freedom to self manage their jobs, under the guidance of the immediate superior though.

To curb the syndrome of withdrawal intentions, it is suggested that FLFL may keep on grooming employees for the next levels with periodical tests and capability interviews so that employees are always in an excited state about going to the acquire the next level of responsibilities soon. As the eligibility criteria currently is a minimum of one year’s experience and excellent performance rating, it may be ideal for the organization to start grooming the probables by conceptualizing more programmes for identifying
such progressive talents among employees when they are even six months through their work itself. This would keep employees committed to be ready to take up higher responsibilities soon. FLFL management could relax the minimum experience criteria for those who are technically qualifying themselves to take up responsibilities in related functional areas of the business. Technically qualified people have shown significant relationship to work attitude and work behaviour factors in the organization and hence the management ought to be ready to recognize them for elevation. This would motivate employees to be proactive in obtaining computer based technical skills for which opportunities in other retail functions as IT, Merchandising & Buying and Supply Chain Management may exist.

5.7 SUGGESTIONS TO EMPLOYEES

The first-time employees being very young and less than 25 years of age, they should focus on their retailing career by dedicating themselves for getting trained quickly in the organization so that there is a win-win situation both for the organization and for the employees.

The employees at FLFL are found to have career commitment with retailing as a career option that they are convinced about but organizational commitment needs to be enhanced. In order to identify themselves with the organization more employees must closely work with the management sharing the organization’s vision. They should look at a long-term view of their career with FLFL.
The finding of the study that employees are not goal focused and they do not complete tasks on time is a work behaviour related concern for the organization. The employees have to take note that they should share the vision of the organization within themselves, they should focus on achieving their sales and service objectives and they should achieve what they do within the timeframes set by the FLFL management.

Co-worker relationship among the employees is found to be strong in the organization and this has emerged repeatedly as a factor impacting employee engagement in the organization. The employees may turn this finding to their advantage and should try and work as a team to achieve the common goals of their departments, their store and their organization at large by deriving strength from one another.

It is suggested that employees show an ‘intrapreneurship’ attitude – an attitude as though they own the FLFL brands by identifying themselves with the organization as their own so that they show increased job involvement and job satisfaction. This would result in better job performance. Up-skilling training should be a focus area for the employees for achieving better job satisfaction for themselves and for achieving the best customer satisfaction for the growth of the organization.

5.8 CONCLUSIONS

The study started with the raising of research questions and the framing of hypotheses to test. The study has concluded with the finding that all the three null hypotheses tested in the study are rejected. It has been found that
employee engagement in FLFL has significant relationship to work attitude factors, to work behaviour of the employees and to the work outcome factors, on whose premises the hypotheses were based. While all the nine dimensions of the research model construct viz: work engagement factors of Absorption, Vigor and Dedication, work attitude factors of Organizational Commitment, Career Commitment, Job Involvement and Job Satisfaction, work behaviour factors and work outcome factors of Job Performance and Withdrawal Intentions have been found to impact employee engagement in FLFL. The study has concluded with the elucidation of the key findings and their impacts on employee engagement of employees in the organization. Suggestions have been made to both the organization and to the employees with the objective of ensuring enhanced levels of employee engagement in FLFL.

5.9 SCOPE FOR FURTHER RESEARCH

The study could be extended to other product category sectors of retailing such as Supermarkets, Jewellery retailing, Household appliances and Electronics retailing, etc. Further, the study can be carried out to investigate the impact of work such engagement factors for higher cadres of employees in similar retailing organizations such as supervisory and managerial levels of employees. Finally the influence and impacts of specific and chosen categories of factors also can be looked into for further research.